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Title: Director, Offi	ce of Budget			Organization	
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Critical Element  1. Leading Change	Initial (if changed)	Weight	Initial (if changed)	Summary	Level Ranges
2. Leading People		10 20	(0) (0)	475-501	D = Level 5
B. Business Acumen		10			1 = Level 4
Building Coalitions		10			e = Level 3
. Results Driven		50			e Level 2
Total	<b>李成基一等</b>	100%		Any CE rated	Level 1 = Level 1



### Part 5. Critical Elements

Performance Standards for Critical Elements (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description)

- Level 5: The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive's organization, agency, department or government-wide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.
- Level 4: The executive demonstrates a very high level of performance beyond that required for successful performance in the executive's position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.
- Level 3: The executive demonstrates the high level of performance expected and the executive's actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon timelines. The executive meets and often exceeds challenging performance expectations established for the position.
- Level 2: The executive's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.
- Level 1: In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive does not meet established performance expectations/timelines/targets and fails to produce or produces unacceptable work products, services, or outcomes.

**Element Rating Level Points** 

Level 5 = 5 points

Level 4 = 4 points

Level 3 = 3 points

Level 2 = 2 points

Level 1 = 0 points

Appraisal Period: 4/12/15 - 9/30/15

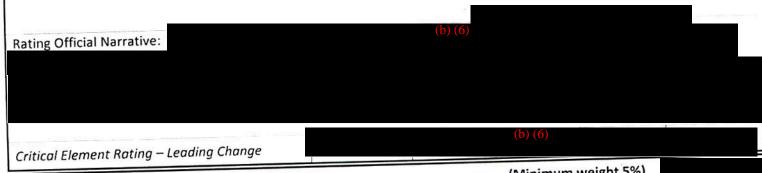
## Critical Element 1. Leading Change

(Minimum weight 5%)

Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

Agency-Specific Performance Requirements

Advances EPA's cross-agency strategies to improve service and program performance, to include streamlining decision making to increase efficiency and reduce costs, and to achieve sustainable environmental, economic, and social outcomes.



## Critical Element 2. Leading People

(Minimum weight 5%)

Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

Agency-Specific Performance Requirements

Employee is personally engaged in the development and success of Agency Civil Rights, EEO, and Diversity programs and/or initiatives, including action items identified in the Agency's Management Directive 715 Report. Promotes respectful, cooperative, and productive relationships between all employees including diverse individuals and teams in support of EPA's mission. Ensures compliance with applicable equal employment opportunity laws, regulations, policies, and Executive Orders. Engages in proactive efforts to minimize workplace conflict and enhance management-employee communication, and promotes employee career development. When conflict arises, participates actively in EEO processes and resolution efforts, including alternative dispute resolution, EEO Counseling activities, and EEO investigations and hearings. Applies Merit Systems Principles as appropriate, promptly responds to allegations of discrimination and/or harassment, and initiates appropriate action to address such situations. Engages in proactive efforts to promote diversity and inclusion within the workplace.

As applicable, supports efforts within organization to cultivate a highly-skilled workforce, providing employees with opportunities to learn and work collaboratively in a modern, inclusive, and flexible work environment, and supporting their use of advanced information technologies and tools that enhance communication, transparency, and cooperative problem

solving across the Agency and with our partners.		
Rating Official Narrative:		
	(b) (6)	
	(b) (6)	
Critical Element Rating – Leading People		

Appraisal Period: 4/12/15 - 9/30/15

#### Critical Element 3. Business Acumen

(Minimum weight 5%)

b) (6)

Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

Agency-Specific Performance Requirements

As applicable, effectively promotes and supports meeting the Agency's Small Business Program goals and commitments, including implementing strategies for increasing potential contracting opportunities for Small Businesses, Small Disadvantaged Businesses, 8(a) Businesses, Service-Disabled Veteran-Owned Small Business, Women Owned Small Businesses and HUBZone Businesses. As appropriate, effectively promotes and supports meeting the Agency's Minority Academic Institutions Program goals through increased opportunities to Historically Black Colleges and Universities, Tribal Colleges and Universities, Asian American Pacific Islander Serving Institutions, Alaska Native Serving Institutions, Native Hawaiian Serving Institutions, and Hispanic Serving Institutions identified by the Department of Education's Award Categories.

As applicable, modernizes business practices, including through E-Enterprise, and takes advantage of new tools and technologies. Improves the way we work as a high-performing Agency by ensuring we add value in every transaction with our workforce, our co-regulators, our partners, industry, and the people we serve. As applicable, promotes the use of strategic sourcing and business process improvements as a component of the Agency's High Performing Organization Cross-Agency Strategy.

As applicable, ensures compliance with all personnel security and National Security Information requirements. Safeguards and protects classified information in the manner prescribed by regulation, directive and agency guidelines. Report incidents, in compliance with the National Security Information manual, involving the improper handling, unauthorized or inadvertent disclosure of classified information and violations of the security regulations.

Rating Official Narrative:

(b) (6

Critical Element Rating - Business Acumen

(b) (6)

## Critical Element 4. Building Coalitions

(Minimum weight 5%)

(b) (6)

Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

Agency-Specific Performance Requirements

As applicable, engages communities to improve health, livability, and economic vitality of neighborhoods, while advancing Agency goals for environmental justice and children's health. As applicable, strengthens relationships with states, tribes, local governments, and the global community to build new tools and strategies, establish joint priorities, manage resources effectively, and share information.

Rating Official Narrative:

(b) (6

Critical Element Rating – Building Coalitions

(b) (

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Executive	Name	and	ID:

**Carol Terris** 

Appraisal Period: 4/12/15 - 9/30/15

(b) (6)

Critical Element 5. Results Driven

(Minimum Weight 20%)

Agency Goals/Objectives for current FY: The executive must list at least 2 performance requirements. The executive may list up to 10 in total; overflow space provided on following page. Calibri 10 font required.

This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable outcomes from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements (including measures, targets, timelines, or quality descriptors, as appropriate) describing the range of performance at Level 3 for each result specified. It is recommended to also establish the threshold measures/targets for Levels 5 and 2.

Alignment--cite relevant goals/objectives, page numbers, from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document in the designated section for each performance requirement specified.

performance requirement specimen				
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Rating Official Narrative:	(b) (6)			
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Critical Element Rating – Results Driven				

Executive Name and ID:

Appraisal Period:

Critical Element 5.	Results Driven – Overflow page for up to 8 more performance requirements. Calibri 10 feet and 1	
	Results Driven – Overflow page for up to 8 more performance requirements; Calibri 10 font required.  (b) (6)	
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	(b) (6)	
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ŀ	Part 8: Agency Use	

## **Carol Terris**

(b) (6)

Rating Period: April –September 2015

Executive Name and ID:

**Carol Terris** 

Part 7: Executive's Accomplishment Narrative – Executive must provide narrative for all Critical Elements within the 2 pages provided. Calibri 10 font required.



ction E	Senio	Executive	Development Pla		
ployee Name (Last, First, MI)			Performance Period	T- 43/3	31/16
Terris, Caro			From: 4/12/2015		31/10
	) (6)	Short Term Goal:		(b) (6)	
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Goals/Object	ctives		Activity		Time Frame
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Discussion and/or approval of the	Signature		Signature 7:3	Signature	
Individual Development Plan.	Date 5/1/2014		Date	Date	

Part 1. Consultation. I have reviewed this plan and have been consulted or	n its development.		
Executive's Name (Last, First, MI): Jones, Quentin	Appraisal Pd. 10/1/14 - 9/30/15		
Executive's Signature: June 1997	Date: 12/8/14		
Title: Director, Office of Technology Solutions	Organization: OCFO		
Rating Official's Name (Last, First, MI): Bloom, David A.	CA NC LT/LE		
Rating Official's Signature:	Date: 12/15/14		
Part 2. Progress Review			
Executive's Signature:	Date: 4/20/15		
Rating Official's Signature:	Date: 4/20/15		
Reviewing Official's Signature (Optional):	Date:		
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Higher Level Reviewer Signature:	Date.		
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2. Leading People 20	475-500 = Level 5		
3. Business Acumen 10	400-474 = Level 4		
4. Building Coalitions 10	300-399 = Level 3		
5. Results Driven 50	200-299 = Level 2		
Total 100%	Any CE rated Level 1 = Level 1		



Part 1. Consultation.	I have reviewed this plan	and have beer	n consulted on its develo	ppment.	
Executive's Name (Last	t, First, MI): Jones, Quent	in		Appraisal	Pd. 10/1/14 - 9/30/15
Executive's Signature:	Juent CM	VY		Date:	D1 8/14
Title: Director, Office o	f Technology Solutions				tion: OCFO
Rating Official's Name	(Last, First, MI): Bloom, [	David A.		CA 🗌 NO	C LT/LE
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3. Business Acumen		10		40	00-474 = Level 4
4. Building Coalitions		10		D 19	00-399 = Level 3
5. Results Driven		50		Section 2	00-299 = Level 2
Total		100%		Any CE r	rated Level 1 = Level 1

### Part 5. Critical Elements

**Performance Standards for Critical Elements** (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description)

- Level 5: The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive's organization, agency, department or government-wide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.
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**Element Rating Level Points** 

Level 5 = 5 points

Level 4 = 4 points

Level 3 = 3 points

Level 2 = 2 points

Level 1 = 0 points

## Critical Element 1. Leading Change

(Minimum weight 5%)

Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

Agency-Specific Performance Requirements Advances EPA's cross-agency strategies to improve service and program performance, to include streamlining decision making to increase efficiency and reduce costs, and to achieve sustainable environmental, economic, and social outcomes.

Rating Official Narrative: Critical Element Rating – Leading Change

## Critical Element 2. Leading People

(Minimum weight 5%)

Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

Agency-Specific Performance Requirements

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As applicable, supports efforts within organization to cultivate a highly-skilled workforce, providing employees with opportunities to learn and work collaboratively in a modern, inclusive, and flexible work environment, and supporting their use of advanced information technologies and tools that enhance communication, transparency, and cooperative problem

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Critical Element Rating – Leading People		(b) (6)	

Executive Name and ID: Jones, Que	Appraisal Period: 10/1/14 – 9/30/15
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L Rating Official Narrating	
Rating Official Narrative	(b) (6)
Critical Element Rating – Business Acumen	(b) (6)
Critical Element 4. Building Coalitions	
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	rnal support. Explains, advocates, and expresses facts and ideas in a als and groups internally and externally, as appropriate. Develops a
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to a governments, and the global community to	build new tools and strategies, establish joint priorities, manage resources
effectively, and share information. Rating Official Narrative:	
moting official Natrative.	(b) (6)
Critical Element Rating – Building Coalitions	(b) (6)

Appraisal Period: 10/1/14 to 9/30/15

Critical Element 5. Results Driven

(Minimum Weight 20%)

Agency Goals/Objectives for current FY: The executive must list at least 2 performance requirements. The executive may list up to 10 in total; overflow space provided on following page. Calibri 10 font required.

This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable outcomes from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements (including measures, targets, timelines, or quality descriptors, as appropriate) describing the range of performance at Level 3 for each result specified. It is recommended to also establish the threshold measures/targets for Levels 5 and 2.

Alignment--cite relevant goals/objectives, page numbers, from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document in the designated section for each performance requirement specified.

Rating Official Narrative		
	(b) (6)	
Critical Element Rating – Results Driven	(b) (6)	
Critical Element Nating - Nesarts error		

art 6: Summary Rating Narrative (Ma	b) (6)		

Attachment to FY 2015 Executive Performance Agreement Quentin Jones
(b) (6)

Part 7: Executive's Accomplishment Narrative – Executive must provide narrative for all Critical Elements within the 2-pages provided. Calibri 10 font required.

(b) (6)

(b) (6)

ction E	Senior	Executive	Development Pl	an	
nployee Name (Last, First, MI)			Performance Period		12/31/16
Jones, Que	ntin X		From: 1/1/15	To:	12/31/16
ong Term oal:	) (6)	Short Term Goal:		(b) (6)	
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Goals/Object	tives		Activity		Time Frame
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approval of the Individual Development Plan.	Date	11	Date 12/15/14	Date	

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Title: Director, Office	of Planning	, Analysis, an	d Accountability	7		Organization:	1
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Critical Element	Initial	Final (if shapped)		NO.201.N N	Final		
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2. Leading People			20			475-500	0 = Level 5
3. Business Acumen			10			400-474	4 = Level 4
4. Building Coalitions			10			Total Control of the	e = Level 3
5. Results Driven		e proprie	50			l	9 = Level 2
Total			100%			Any CE rated I	Level 1 = Level 1

### Part 5. Critical Elements

Performance Standards for Critical Elements (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description)

- Level 5: The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive's organization, agency, department or government-wide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.
- Level 4: The executive demonstrates a very high level of performance beyond that required for successful performance in the executive's position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.
- Level 3: The executive demonstrates the high level of performance expected and the executive's actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon timelines. The executive meets and often exceeds challenging performance expectations established for the position.
- Level 2: The executive's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.
- Level 1: In repeated instances, the executive demonstrates performance deficiencies that detract from
  mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers,
  or employees. The executive does not meet established performance expectations/timelines/targets and
  fails to produce or produces unacceptable work products, services, or outcomes.

**Element Rating Level Points** 

Level 5 = 5 points

Level 4 = 4 points

Level 3 = 3 points

Level 2 = 2 points

Level 1 = 0 points

O'Brien, Kathleen S.

Appraisal Period: 10/1/14 - 9/30/15

#### Critical Element 1. Leading Change

(Minimum weight 5%)

b) (6)

Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

Agency-Specific Performance Requirements

Advances EPA's cross-agency strategies to improve service and program performance, to include streamlining decision making to increase efficiency and reduce costs, and to achieve sustainable environmental, economic, and social outcomes.

Rating Official Narrative:	(b) (6)
Critical Element Rating – Leading Change	(b) (6)

### Critical Element 2. Leading People

(Minimum weight 5%)

(b) (6

Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

Agency-Specific Performance Requirements

Employee is personally engaged in the development and success of Agency Civil Rights, EEO, and Diversity programs and/or initiatives, including action items identified in the Agency's *Management Directive 715 Report*. Promotes respectful, cooperative, and productive relationships between all employees including diverse individuals and teams in support of EPA's mission. Ensures compliance with applicable equal employment opportunity laws, regulations, policies, and Executive Orders. Engages in proactive efforts to minimize workplace conflict and enhance management-employee communication, and promotes employee career development. When conflict arises, participates actively in EEO processes and resolution efforts, including alternative dispute resolution, EEO Counseling activities, and EEO investigations and hearings. Applies Merit Systems Principles as appropriate, promptly responds to allegations of discrimination and/or harassment, and initiates appropriate action to address such situations. Engages in proactive efforts to promote diversity and inclusion within the workplace.

As applicable, supports efforts within organization to cultivate a highly-skilled workforce, providing employees with opportunities to learn and work collaboratively in a modern, inclusive, and flexible work environment, and supporting their use of advanced information technologies and tools that enhance communication, transparency, and cooperative problem solving across the Agency and with our partners.

solving across the Agency and with our partners.			
Rating Official Narrative:			
	(b) (6)		
		(b) (6)	
Critical Element Rating - Leading People		(8) (8)	

O'Brien, Kathleen S.

Appraisal Period: 10/1/14 - 9/30/15

### Critical Element 3. Business Acumen

(Minimum weight 5%)

b) (6)

Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

Agency-Specific Performance Requirements

As applicable, effectively promotes and supports meeting the Agency's Small Business Program goals and commitments, including implementing strategies for increasing potential contracting opportunities for Small Businesses, Small Disadvantaged Businesses, 8(a) Businesses, Service-Disabled Veteran-Owned Small Business, Women Owned Small Businesses and HUBZone Businesses. As appropriate, effectively promotes and supports meeting the Agency's Minority Academic Institutions Program goals through increased opportunities to Historically Black Colleges and Universities, Tribal Colleges and Universities, Asian American Pacific Islander Serving Institutions, Alaska Native Serving Institutions, Native Hawaiian Serving Institutions, and Hispanic Serving Institutions identified by the Department of Education's Award Categories.

As applicable, modernizes business practices, including through E-Enterprise, and takes advantage of new tools and technologies. Improves the way we work as a high-performing Agency by ensuring we add value in every transaction with our workforce, our co-regulators, our partners, industry, and the people we serve. As applicable, promotes the use of strategic sourcing and business process improvements as a component of the Agency's High Performing Organization Cross-Agency Strategy.

As applicable, ensures compliance with all personnel security and National Security Information requirements. Safeguards and protects classified information in the manner prescribed by regulation, directive and agency guidelines. Report incidents, in compliance with the National Security Information manual, involving the improper handling, unauthorized or inadvertent disclosure of classified information and violations of the security regulations.

Rating Official Narrative

(b) (6)

Critical Element Rating – Business Acumen

(b) (6)

Critical Element 4. Building Coalitions

(Minimum weight 5%)

(b) (6)

Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

Agency-Specific Performance Requirements

As applicable, engages communities to improve health, livability, and economic vitality of neighborhoods, while advancing Agency goals for environmental justice and children's health. As applicable, strengthens relationships with states, tribes, local governments, and the global community to build new tools and strategies, establish joint priorities, manage resources effectively, and share information

Rating Official Narrative:

(b) (6

Critical Element Rating – Building Coalitions

(b) (6)

Appraisal Period: 10/01/2014 - 9/30/2015

### Critical Element 5. Results Driven

(Minimum Weight 20%)

(b) (6)

Agency Goals/Objectives for current FY: The executive must list at least 2 performance requirements. The executive may list up to 10 in total; overflow space provided on following page. Calibri 10 font required.

This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable outcomes from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements (including measures, targets, timelines, or quality descriptors, as appropriate) describing the range of performance at Level 3 for each result specified. It is recommended to also establish the threshold measures/targets for Levels 5 and 2.

Alignment--cite relevant goals/objectives, page numbers, from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document in the designated section for each performance requirement specified.

Rating Official Narrative:	(b) (6)		
		(b) (6)	
Critical Element Rating – Results Driven			

	(b) (6)	
000		
	Part 6: Summary Rating Narrative (Mandatory) Supervisor must provide comment for all values.  (b) (6)	7
	(b) (6)	
	Part 8: Agency Use	1

## Kathy Obrien



Executive Name and ID: Kathleen S. O'Brien Rating Period: 10/01/2014-09/30/2015 Part 7: Executive's Accomplishment Narrative – Executive must provide narrative for all Critical Elements within the 2 pages provided. Calibri 10 font required.

(b) (6)

	Evan	D				
-		ıtive Developr	nent P	lan		
Employee Name (l O'Brien Kathleen			Performance Period			
	(b) (6)		From.	1/01/2015	To:	12/31/2016
ong Term Goal:		Short Term Goal:		(b)	(6)	
Career Goal	ls & Development Objecti	ives S	pecific	Developme	ent A	ctivities
111111111111111111111111111111111111111	Goals/Objectives					
	(b) (	0)				7ime Frame 2015-2016
					S	
					7	2015-2016
						2015-2016
						2015-2016
						2015-2016
	Employee	Supervisi	or		Appro	ving Official
ssion and/or val of the utive	Cathlen Gloven	Signature 0.3		Signatu		ung Onicial
elopment Plan.		Date 12 /12 /14		Date		

Part 1. Consultation. /	have reviewed this plan a	nd have been	consulted on its devel	lopment.				
Executive's Name (Last,	, First, MI): Conklin, Jeanne		Appraisal Pd. $3/1/15 - 9/30/15$					
Executive's Signature:	Jeanne Co	Theken	Date: 3/3//15					
Title: Director, Office of	Value of the second of the sec		Organization: OCFO					
Rating Official's Name (	(Last, First, MI): Bloom, Da	avid A.	CA NC LT/LE					
Rating Official's Signatu			Date: 3/31/15					
Part 2. Progress Review	N							
	Janne Conk	lin		Date: 6/	2/15			
Rating Official's Signatu								
Reviewing Official's Sign				Date:	2/15			
Part 3. Summary Ratin			(b) (6)					
Part 5. Summary Nation	6		(b) (6)					
Initial Summary Rating	Outstanding Cor	mmendable	Effective	Needs	Unsatisfactory			
accurated by MAX Charles		_		Improvement				
Rating Official's Name (	Last, First, MI): Down	a, Dan	and A		-f:			
Rating Official's Signatu	re: ( NaC 6	0		Date: 11/1	0/15			
Executive's Signature:	Janne Con	Klin		Date: ///	10/15			
Reviewing Official's Sign	nature (Optional):			Date:				
Higher Level Review (if	applicable)							
I request a higher le		Date:						
Higher Level Review Completed Date:								
Higher Level Reviewer S	Signature:							
Performance Review Board Recommendation (b) (6)								
PRB Chair Signature:	Deligzent the	-						
Annual Summary Ratin	114	- 2						
Appointing Authority Sig	1.	10	w/	Date:				
Part 4. Derivation Form	nula and calculation of An	nual Summa	ry Rating					
	Element Rating		Score					
	Final	(1/- !-  -1	Final (if change	625 F	ry Level Ranges			
Critical Element 1. Leading Change	Initial (if changed) (b) (6)	Weight 10	Initial (if chang (b) (6)		15 To 10 St			
2. Leading People	(8) (8)	20			000 = Level 5			
3. Business Acumen		10			174 = Level 4			
4. Building Coalitions		10			99 = Level 3 99 = Level 2			
5. Results Driven		50			d Level 1 = Level 1			
Total		100%		Ally CLiate	P FCACLT - FCACLT			

# Part 5. Critical Elements

Performance Standards for Critical Elements (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description)

- Level 5: The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive's organization, agency, department or government-wide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.
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- Level 2: The executive's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.
- Level 1: In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive does not meet established performance expectations/timelines/targets and fails to produce or produces unacceptable work products, services, or outcomes.

**Element Rating Level Points** 

Level 5 = 5 points

Level 4 = 4 points

Level 3 = 3 points

Level 2 = 2 points

Level 1 = 0 points

## Critical Element 1. Leading Change

(Minimum weight 5%)

(b) (6)

Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

Agency-Specific Performance Requirements

Advances EPA's cross-agency strategies to improve service and program performance, to include streamlining decision making to increase efficiency and reduce costs, and to achieve sustainable environmental, economic, and social outcomes.

Rating Official Narrative:

(b) (6)

Critical Element Rating – Leading Change

# Critical Element 2. Leading People

(Minimum weight 5%)

(b) (6)

Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

Agency-Specific Performance Requirements

Employee is personally engaged in the development and success of Agency Civil Rights, EEO, and Diversity programs and/or initiatives, including action items identified in the Agency's *Management Directive 715 Report*. Promotes respectful, cooperative, and productive relationships between all employees including diverse individuals and teams in support of EPA's mission. Ensures compliance with applicable equal employment opportunity laws, regulations, policies, and Executive Orders. Engages in proactive efforts to minimize workplace conflict and enhance management-employee communication, and promotes employee career development. When conflict arises, participates actively in EEO processes and resolution efforts, including alternative dispute resolution, EEO Counseling activities, and EEO investigations and hearings. Applies Merit Systems Principles as appropriate, promptly responds to allegations of discrimination and/or harassment, and initiates appropriate action to address such situations. Engages in proactive efforts to promote diversity and inclusion within the workplace.

As applicable, supports efforts within organization to cultivate a highly-skilled workforce, providing employees with opportunities to learn and work collaboratively in a modern, inclusive, and flexible work environment, and supporting their use of advanced information technologies and tools that enhance communication, transparency, and cooperative problem solving across the Agency and with our partners.

solving across the Agency and with our partners.	
Rating Official Narrative:	
	(b) (6)

Critical Element Rating – Leading People

(b) (t

Conklin, Jeanne

Appraisal Period: 3/1/15 - 9/30/15

### Critical Element 3. Business Acumen

(Minimum weight 5%)

b) (6)

Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

Agency-Specific Performance Requirements

As applicable, effectively promotes and supports meeting the Agency's Small Business Program goals and commitments, including implementing strategies for increasing potential contracting opportunities for Small Businesses, Small Disadvantaged Businesses, 8(a) Businesses, Service-Disabled Veteran-Owned Small Business, Women Owned Small Businesses and HUBZone Businesses. As appropriate, effectively promotes and supports meeting the Agency's Minority Academic Institutions Program goals through increased opportunities to Historically Black Colleges and Universities, Tribal Colleges and Universities, Asian American Pacific Islander Serving Institutions, Alaska Native Serving Institutions, Native Hawaiian Serving Institutions, and Hispanic Serving Institutions identified by the Department of Education's Award Categories.

As applicable, modernizes business practices, including through E-Enterprise, and takes advantage of new tools and technologies. Improves the way we work as a high-performing Agency by ensuring we add value in every transaction with our workforce, our co-regulators, our partners, industry, and the people we serve. As applicable, promotes the use of strategic sourcing and business process improvements as a component of the Agency's High Performing Organization Cross-Agency Strategy.

As applicable, ensures compliance with all personnel security and National Security Information requirements. Safeguards and protects classified information in the manner prescribed by regulation, directive and agency guidelines. Report incidents, in compliance with the National Security Information manual, involving the improper handling, unauthorized or inadvertent disclosure of classified information and violations of the security regulations.

Rating Official Narrative:

(b)(6)

Critical Element Rating - Business Acumen

(b)(6)

#### Critical Element 4. Building Coalitions

(Minimum weight 5%)

(b) (6)

Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

Agency-Specific Performance Requirements

As applicable, engages communities to improve health, livability, and economic vitality of neighborhoods, while advancing Agency goals for environmental justice and children's health. As applicable, strengthens relationships with states, tribes, local governments, and the global community to build new tools and strategies, establish joint priorities, manage resources effectively, and share information.

Rating Official Narrative:

(b) (6)

Critical Element Rating – Building Coalitions

(b) (6

EVACUE	ivo	Name	and	ID.
CXPLIII	IVE	IVALLE	allil	111

Jeanne Conklin

Appraisal Period: 3/1/15-9/30/15

(b)(6)

#### Critical Element 5. Results Driven

(Minimum Weight 20%)

Agency Goals/Objectives for current FY: The executive must list at least 2 performance requirements. The executive may list up to 10 in total; overflow space provided on following page. Calibri 10 font required.

This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable outcomes from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements (including measures, targets, timelines, or quality descriptors, as appropriate) describing the range of performance at Level 3 for each result specified. It is recommended to also establish the threshold measures/targets for Levels 5 and 2.

Alignment--cite relevant goals/objectives, page numbers, from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document in the designated section for each performance requirement specified.

Rating Official Narrative:	(b) (6)	
	(6) (6)	
		(b) (6)
		(b) (6)
Critical Element Rating – Results Driven		

Executive Name and	ID:	Jeanne Conklin Appraisal Period: 3/1/15-9/30/15	
Critical Element 5.	Results	ts Driven – Overflow page for up to 8 more performance requirements; Calibri 10 for	nt required.
		(b) (6)	
Boot C. Common v	Datina N	November /Manufator / Supervisor must recycle as mont for all ratings	14 (1
Part 6: Summary 1	kating N	Narrative (Mandatory) Supervisor must provide comment for all ratings.  (b) (6)	

# Jeanne Conklin



Rating Period: 3/1/15 to 9/30/15 Executive Name and ID: Jeanne Conklin

Part 7: Executive's Accomplishment Narrative – Executive must provide narrative for all Critical Elements within the 2

pages provided. Calibri 10 font required. (b) (6)

	(b) (6)	

Section E Executive Development Plan					
Employee Name (Last, First, MI)		Performance Period	T_		
Conkl	in, Jeanne M		From: 3/01/15	To: 12/31/16 (b) (6)	
Long Term Goal:	(b) (6)	Short Term Goal:			
Career Goals &	Development Objectives	9/ 	Specific Deve	lopment Activities	3
Goa	ls/Objectives		Activity		Time Frame
	(b)	(6)			FY2015
					Ongoing
					FY2015/2016
					Ongoing
					FY2015/2016 Ongoing
					FY2015/2016 AGA
					Ongoing
T T					
	Employee	s	upervisor	Approving C	Official
Discussion and/or approval of the Executive	Signature Confli	Signature	23	Signature	
Development Plan.	Date 4 30/15	Date 4/3	60/15	Date	

# SES Performance Management System Executive Performance Agreement



Part 1. Consultation. I have reviewed this plan and have been consulted on its develop	ment.
Executive's Name (Last, First, MI): Battin, Andrew T.	Appraisal Pd. 10/1/14 - 9/30/15
Executive's Signature: Mishiri T. Butt	Date: 2/12/15
Title: Director, E-Enterprise for the Environment	Organization: OCFO
Rating Official's Name (Last, Eirst, MI): Bloom, David A.	CA NC LT/LE
Rating Official's Signature:	Date: 2/12/15
Part 2. Progress Review	
Executive's Signature: Maduju T. 541 to	Date: 4/22/15  Date: 4/22/15
Rating Official's Signature:	Date: 4/22/15
Reviewing Official's Signature (Optional):	Date:
Part 3. Summary Rating (b) (6)	
	Needs Unsatisfactory Improvement
Rating Official's Name (Last, First, MI): Bloom David A	10 S S S S
Rating Official's Signature:	Date: 11/10/15
Executive's Signature: Midligan (	Date: 11/10/15
Reviewing Official's Signature (Optional):	Date:
Higher Level Review (if applicable)	
I request a higher level review. Executive's Initials:	Date:
Higher Level Review Completed	Date:
Higher Level Reviewer Signature:	(6)
Performance Review Board Recommendation	
PRB Chair Signature. Whippilother	
Annual Summary Rating	
Appointing Authority Signature:	Date:
Part 4. Derivation Formula and Calculation of Annual Summary Rating	
Element Rating Score	
Final Final Final Critical Element Initial (if changed) Weight Initial (if changed)	Summary Level Ranges
1. Leading Change (b) (6)	
2. Leading People	475-500 = Level 5 400-474 = Level 4
3. Business Acumen	300-399 = Level 3
4. Building Coalitions 5. Results Driven	200-299 = Level 2
Total	Any CE rated Level 1 = Level 1

#### Part 5. Critical Elements

**Performance Standards for Critical Elements** (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description)

- Level 5: The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive's organization, agency, department or government-wide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.
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- Level 2: The executive's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.
- Level 1: In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive does not meet established performance expectations/timelines/targets and fails to produce or produces unacceptable work products, services, or outcomes.

#### Element Rating Level Points

Level 5 = 5 points

Level 4 = 4 points

Level 3 = 3 points

Level 2 = 2 points

Level 1 = 0 points

#### Critical Element 1. Leading Change

(Minimum weight 5%)

Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

Agency-Specific Performance Requirements

Not used at this time.

Rating Official Narrative:

(b) (6)

Critical Element Rating - Leading Change

(b) (6)

#### Critical Element 2. Leading People

(Minimum weight 5%)

(b) (6)

Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

Agency-Specific Performance Requirements

Employee is personally engaged in the development and success of Agency Civil Rights, EEO, and Diversity programs and/or initiatives, including action items identified in the Agency's *Management Directive 715 Report*. Promotes respectful, cooperative, and productive relationships between all employees including diverse individuals and teams in support of EPA's mission. Ensures compliance with applicable equal employment opportunity laws, regulations, policies, and Executive Orders. Engages in proactive efforts to minimize workplace conflict and enhance management-employee communication. When conflict arises, participates actively in EEO processes and resolution efforts, including alternative dispute resolution, EEO Counseling activities, and EEO investigations and hearings. Applies Merit Systems Principles as appropriate, promptly responds to allegations of discrimination and/or harassment, and initiates appropriate action to address such situations. Engages in proactive efforts to promote diversity and inclusion within the workplace.

Rating Official Narrative

(b) (6)

Critical Element Rating - Leading People

(b) (b

# Critical Element 3. Business Acumen

(Minimum weight 5%)

Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

Agency-Specific Performance Requirements

As applicable, effectively promotes and supports meeting the Agency's Small Business Program goals and commitments, including implementing strategies for increasing potential contracting opportunities for Small Businesses, Small Disadvantaged Businesses, 8(a) Businesses, Service-Disabled Veteran-Owned Small Business, Women Owned Small Businesses and HUBZone Businesses. As appropriate, effectively promotes and supports meeting the Agency's Minority Academic Institutions Program goals through increased opportunities to Historically Black Colleges and Universities, Tribal Colleges and Universities, Asian American Pacific Islander Serving Institutions, Alaska Native Serving Institutions, Native Hawaiian Serving Institutions, and Hispanic Serving Institutions identified by the Department of Education's Award Categories.

As applicable, ensures compliance with all personnel security and National Security Information requirements. Safeguards and protects classified information in the manner prescribed by regulation, directive and agency guidelines. Report incidents, in compliance with the National Security Information manual, involving the improper handling, unauthorized or inadvertent disclosure of classified information and violations of the security regulations.

Rating Official Narrative:			
	(b) (6)		
			·
Critical Element Rating – Business Acumen		(b) (6)	

# Critical Element 4. Building Coalitions

(Minimum weight 5%)

Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

Agency-Specific Performance Requirements

Not used at this time.

9:
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Critical Element Rating – Building Coalitions

Critical Element 5. Results Driven

(Minimum Weight 20%)

Agency Goals/Objectives for current FY: The executive must list at least 2 performance requirements. The executive may list up to 10 in total; overflow space provided on following page. Calibri 10 font required.

This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable outcomes from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements (including measures, targets, timelines, or quality descriptors, as appropriate) describing the range of performance at Level 3 for each result specified. It is recommended to also establish the threshold measures/targets for Levels 5 and 2.

Alignment--cite relevant goals/objectives, page numbers, from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document in the designated section for each performance requirement specified.

The state of the s	(b) (6)	
		I
Rating Official Narrative:	(b) (6)	
Critical Element Rating – Results Driven	(b) (6)	

Critical Element 5. Results Driven – Overflow page for up to 8 more performance requirements; Calibri 10 font required.

Part 6: Summary Rating Narrative (Mandatory) Supervisor must provide comment for all ratings.  (b) (6)	
(b) (6)	

## **Andrew Battin**

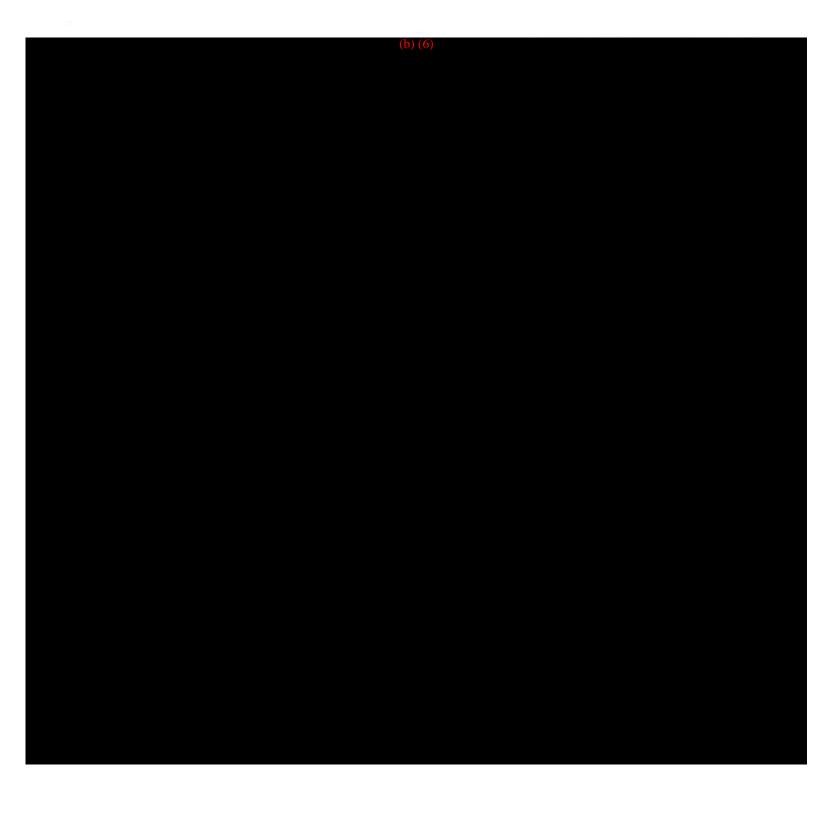
(b) (6)

Rating Period: 10/1/14 - 9/30/15

Executive Name and ID: Battin, Andrew T.

Part 7: Executive's Accomplishment Narrative – Executive must provide narrative for all Critical Elements within the 2 pages provided. Calibri 10 font required.

(b) (6)



	Fyecutiv	e Developm	nent Plan		
			Performance Period		
Employee Name (Last, Fi	irst, MI)		From: 1/01/15	To: 12/31/16	
attin, Andrew, T	(b) (6)	Short Term		(b) (6)	
ong term Soal:		Goal:			
Career Goals &	Development Objectives	s S	pecific Develop	ment Activities	
Go	pals/Objectives		Activity	Time Frame	
	(b) (6)			2015 - 2016	
				2015 - 2016	
				2015 - 2016	
				15000-515	
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				2015 - 2016	
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			policor	Approving Official	
	Employee	Signature	ervisor	Signature	
Discussion and/or approval of the	Signature, Fall	Signature	1.5	- 3	
xecutive	margue Merca	ind	-	D	
Development Plan.	Date / / /	Date Z / 1 Z	/ ,-	Date	
	2//2//5	7/17	115		

# SES Performance Management System Executive Performance Agreement

Part 1. Consultation. I have reviewed this plan and have been consulted on		
Executive's Name (Last, First, MI): Bloom, David A.		Pd. 10/1/14 – 9/30/15
Executive's Signature:	Date: /と	112/14
Title: Deputy Chief Financial Officer	Organizati	on: OCFO
Rating Official's Name (Last, First, MI): A. Stanley Meiburg	CA NC	LT/LE
Rating Official's Signature:	Date: 12	12/14
Part 2. Progress Review		1 1
Executive's Signature:	Date: 6	16/15
Rating Official's Signature:	Date: 6	1/5/15
Reviewing Official's Signature (Optional):	Date:	
Part 3. Summary Rating	) (6)	
a si deste vilatrisidas il tri		
Initial Summary Rating Outstanding Commendable Effective	lmproveme	nt :
Rating Official's Name (Last, First, MI):		
Rating Official's Signature:	Date: /a	1/3/2015
Executive's Signature:	Date: /C	1/13/2015
Reviewing Official's Signature (Optional):	Date:	
Higher Level Review (if applicable)		
☐ I request a higher level review. Executive's Initials:	Date:	Shirts Section 10 15 111 to 72
Higher Level Review Completed	Date:	
Higher Level Reviewer Signature:	(b) (6)	
Performance Review Board Recommendation		
PRB Chair Signature: Whighilther		
Annual Summary Rating		
Appointing Authority Signature:	D	ate:
Part 4. Derivation Formula and Calculation of Annual Summary Rating		
	core	
Final  Critical Element Initial (if changed) Weight Initial	Final (if changed) Sum	mary Level Ranges
1. Leading Change (b) (6) 10 (b) (6)		75-500 = Level 5
2. Leading People 20	7	00-474 = Level 4
3. Business Acumen 10		00-399 = Level 3
4. Building Coalitions 10 5. Results Driven 50	2	00-299 = Level 2
Total 1009	Any CE	rated Level 1 = Level 1
Parallel Andrew Control Contro		

### Part 5. Critical Elements

Performance Standards for Critical Elements (The performance standard for each critical element is specified below; examples for the top three performance levels can be found in the system description)

- Level 5: The executive demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the executive's organization, agency, department or government-wide. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by agency leadership, peers, and employees. The executive continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.
- Level 4: The executive demonstrates a very high level of performance beyond that required for successful performance in the executive's position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.
- Level 3: The executive demonstrates the high level of performance expected and the executive's actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon timelines. The executive meets and often exceeds challenging performance expectations established for the position.
- Level 2: The executive's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.
- Level 1: In repeated instances, the executive demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by agency leadership, peers, or employees. The executive does not meet established performance expectations/timelines/targets and fails to produce or produces unacceptable work products, services, or outcomes.

**Element Rating Level Points** 

Level 5 = 5 points

Level 4 = 4 points

Level 3 = 3 points

Level 2 = 2 points

Level 1 = 0 points

Bloom, David A.

# Critical Element 1. Leading Change

(Minimum weight 5%)

b) (6)

Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

Agency-Specific Performance Requirements

Advances EPA's cross-agency strategies to improve service and program performance, to include streamlining decision making to increase efficiency and reduce costs, and to achieve sustainable environmental, economic, and social outcomes.

Rating Official Narrative:

(b) (6)

Critical Element Rating – Leading Change

(b) (b)

(Minimum weight 5%)

(b) (6)

#### Critical Element 2. Leading People

Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

Agency-Specific Performance Requirements

Employee is personally engaged in the development and success of Agency Civil Rights, EEO, and Diversity programs and/or initiatives, including action items identified in the Agency's *Management Directive 715 Report*. Promotes respectful, cooperative, and productive relationships between all employees including diverse individuals and teams in support of EPA's mission. Ensures compliance with applicable equal employment opportunity laws, regulations, policies, and Executive Orders. Engages in proactive efforts to minimize workplace conflict and enhance management-employee communication, and promotes employee career development. When conflict arises, participates actively in EEO processes and resolution efforts, including alternative dispute resolution, EEO Counseling activities, and EEO investigations and hearings. Applies Merit Systems Principles as appropriate, promptly responds to allegations of discrimination and/or harassment, and initiates appropriate action to address such situations. Engages in proactive efforts to promote diversity and inclusion within the workplace.

As applicable, supports efforts within organization to cultivate a highly-skilled workforce, providing employees with opportunities to learn and work collaboratively in a modern, inclusive, and flexible work environment, and supporting their use of advanced information technologies and tools that enhance communication, transparency, and cooperative problem solving across the Agency and with our partners

Rating Official Narrative:

(b) (6

Critical Element Rating - Leading People

(b) (6

#### Critical Element 3. Business Acumen

(Minimum weight 5%)

b) (6)

Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

Agency-Specific Performance Requirements

As applicable, effectively promotes and supports meeting the Agency's Small Business Program goals and commitments, including implementing strategies for increasing potential contracting opportunities for Small Businesses, Small Disadvantaged Businesses, 8(a) Businesses, Service-Disabled Veteran-Owned Small Business, Women Owned Small Businesses and HUBZone Businesses. As appropriate, effectively promotes and supports meeting the Agency's Minority Academic Institutions Program goals through increased opportunities to Historically Black Colleges and Universities, Tribal Colleges and Universities, Asian American Pacific Islander Serving Institutions, Alaska Native Serving Institutions, Native Hawaiian Serving Institutions, and Hispanic Serving Institutions identified by the Department of Education's Award Categories.

As applicable, modernizes business practices, including through E-Enterprise, and takes advantage of new tools and technologies. Improves the way we work as a high-performing Agency by ensuring we add value in every transaction with our workforce, our co-regulators, our partners, industry, and the people we serve. As applicable, promotes the use of strategic sourcing and business process improvements as a component of the Agency's High Performing Organization Cross-Agency Strategy.

As applicable, ensures compliance with all personnel security and National Security Information requirements. Safeguards and protects classified information in the manner prescribed by regulation, directive and agency guidelines. Report incidents, in compliance with the National Security Information manual, involving the improper handling, unauthorized or inadvertent disclosure of classified information and violations of the security regulations.

Rating Official Narrative:

(b) (6)

Critical Element Rating – Business Acumen

(b) (6)

(h) (6)

#### Critical Element 4. Building Coalitions

(Minimum weight 5%)

Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

Agency-Specific Performance Requirements

As applicable, engages communities to improve health, livability, and economic vitality of neighborhoods, while advancing Agency goals for environmental justice and children's health. As applicable, strengthens relationships with states, tribes, local governments, and the global community to build new tools and strategies, establish joint priorities, manage resources effectively, and share information.

Rating Official Narrative:

(b) (6

Critical Element Rating - Building Coalitions

(b)

Critical Element 5. Results Driven

(Minimum Weight 20%)

(b) (6)

Agency Goals/Objectives for current FY: The executive must list at least 2 performance requirements. The executive may list up to 10 in total; overflow space provided on following page. Calibri 10 font required.

This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable outcomes from the strategic plan or other measurable outputs and outcomes clearly aligned to organizational goals and objectives. At a minimum, the performance plan will include performance requirements (including measures, targets, timelines, or quality descriptors, as appropriate) describing the range of performance at Level 3 for each result specified. It is recommended to also establish the threshold measures/targets for Levels 5 and 2.

Alignment--cite relevant goals/objectives, page numbers, from the Strategic Plan, Congressional Budget Justification/Annual Performance Plan, or other organizational planning document in the designated section for each performance requirement specified.

Performance Requirement 1:		Strategic Alignment:
	(b) (6)	
Rating Official Narrative:	(b) (6)	
87(1)5		
Critidal/Element Rating – Results Driven		(b) (6)

Critical Element 5. Results Driven – Overflow page for up to 8 more performance requirements; Calibri 10 font required.	7
(b) (6)	4
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Part 6: Summary Rating Narrative (Mandatory) Supervisor must provide comment for all ratings.  (b) (6)	
Part 8: Agency Use	

Executive Name and ID: David A. Bloom Rating Period: FY 2015 Part 7: Executive's Accomplishment Narrative – Executive must provide narrative for all Critical Elements within the 2 pages provided. Calibri 10 font required.

Section E	Senior Exec	utive Deve	elonmont D	11		
Employee Name (Last, I	rirst, MI)	THE DEVE	7			
Bloom, David	A.		Performance Period			
Long Term Goal:	(b) (6)	Short Term	From: 1/01/14	(b)		
ooai.		Goal:		(0)	(0)	
Career Goals & Development Objectives			Specific Development Activities			
	(b) (6)				-	
					Time Frame	
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